

The Role of Work Competence and Compensation on Increasing Organizational Commitment

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Abstract

Organizational commitment is a crucial factor influencing employee retention and performance. This study aims to investigate the impact of work competence and compensation on enhancing organizational commitment within the workplace. This quantitative research employed multiple regression analysis to examine the relationships between work competence, compensation, and organizational commitment. Data were collected through structured questionnaires distributed to a sample of employees. The validity and reliability of the measurement instruments were ensured, and the data were analyzed using t-tests, ANOVA, and regression analysis. The findings reveal that work competence has a significant positive effect on organizational commitment ($t = 2,569$, $p = 0,012$). In contrast, compensation does not show a significant impact on organizational commitment ($t = 1,095$, $p = 0,276$). The regression model explains approximately 47,8% of the variance in organizational commitment, with an adjusted R Square of 46,8%, indicating that the model is reasonably effective in capturing the influence of work competence and compensation on organizational commitment. The study concludes that work competence significantly contributes to increasing organizational commitment, while compensation does not have a significant effect in this context. Organizations should prioritize enhancing employees' work competence as a strategy to foster higher levels of organizational commitment. Further research is recommended to explore additional factors influencing organizational commitment and to validate these findings in different contexts.

Keywords: Work Competence, Compensation, Organizational Commitment, Regression Analysis, Employee Retention

Introduction

In today's competitive business environment, the success of an organization is significantly influenced by the level of organizational commitment among its employees, which in turn can increase productivity, reduce turnover, and improve overall organizational performance. Several factors contribute to fostering this commitment. Work motivation is an important factor, as it directly impacts employee performance and organizational commitment, suggesting that companies should invest in training, career development, and policies that promote organizational commitment to improve performance (Rizkya Zahli, 2024). In addition, organizational culture plays a significant role; a supportive culture that aligns with employees' values and norms can significantly improve their commitment and performance (Nur Saebah, 2024). The work environment and individual characteristics also contribute to organizational commitment, highlighting the importance of creating a conducive work environment and cultivating desirable traits among employees to increase their engagement and commitment (Alireza Azizi, 2024). In addition, organizational citizenship behavior, which can be influenced

by organizational culture through commitment, is essential to reducing absenteeism and increasing employee retention (Ririn Ambarwati, 2024). Finally, a high level of organizational culture, characterized by mission, involvement, adaptability, and consistency, along with strong affective, normative, and continuance commitment, has been shown to have a positive impact on employee performance, as evidenced by the high levels of job satisfaction and performance among employees in LGU Tagum and Asuncion (Mecca Diane C. Rosal, 2024). Therefore, managers and researchers should focus on these factors—work motivation, organizational culture, work environment, and individual characteristics—to foster organizational commitment and achieve sustained organizational success. The relationship between job competency and organizational commitment is well documented in the literature, highlighting its critical role in enhancing employee dedication and performance. Competence, which encompasses the skills, knowledge, and abilities required for effective job performance, significantly influences organizational commitment. Employees who perceive themselves as competent are more confident and tend to demonstrate higher levels of commitment to their organizations. This is supported by research showing that competence positively influences career development, which in turn increases organizational commitment (Shinta Dewi Suprayitno, 2023). Furthermore, organizational commitment is a multifaceted concept that encompasses various dimensions that influence the employee-organization relationship, and promoting it is essential for long-term success (Margarida Oliveira, 2024) [1]. Studies have shown that job satisfaction, work experience, work environment, and management team leadership are key variables that influence organizational commitment, with competence being an important component of both job satisfaction and experience (A. Chayomchai, 2023). In the government sector, a significant relationship between organizational commitment and employee performance has been observed, underscoring the importance of fostering commitment to improve efficiency and effectiveness (Marsudi Lestariningsih, 2024). Additionally, studies in manufacturing and service companies have shown that strengthening commitment leads to improved organizational performance, further emphasizing the importance of competence in this dynamic (Muhammad Dafi, 2023). Therefore, organizations should focus on developing their employees' competencies to enhance their self-confidence and commitment, which ultimately leads to better performance and sustainable growth. This comprehensive approach ensures that employees feel valued and capable, which is essential for maintaining a committed and high-performing workforce.

Compensation, including salary, benefits, and other incentives, is indeed an important factor in shaping employee commitment in an organization. Research consistently shows that fair and competitive compensation can significantly increase organizational commitment by attracting and retaining quality employees, as well as increasing their motivation and loyalty. For example, a study of Coperativa Cafè Timor found that better compensation was directly correlated with higher organizational commitment and work motivation, although compensation alone did not act as a moderating variable in this relationship (Matias Rosa da Conceição, 2023). Similarly, a study conducted at the Pesantren District Health Center in Kediri City revealed that employee engagement and compensation had a positive and significant impact on organizational commitment, indicating that improved compensation strategies can drive higher levels of commitment among employees (Fadilla Putri Sofia Hanjani, 2023). Furthermore, a study of employees at a property company in Tangerang highlighted that compensation, together with motivation, positively influenced employee performance, with

organizational commitment serving as a mediating factor in this relationship (Dyna Fitria, 2023). In addition, the role of the work environment as a moderating variable is emphasized in another study, which found that a supportive work environment strengthens the positive impact of compensation on organizational commitment (Bambang Priyono, 2023). Finally, the concept of Total Compensation, which includes non-financial elements such as supervisor support, career development, and work-life balance, has been shown to be very important in influencing job satisfaction and organizational commitment. Specifically, performance appraisal was found to positively influence organizational commitment, while pay satisfaction had no significant impact in this context (Francesc González Navarro, 2023). Collectively, these findings underscore the diverse nature of compensation and its critical role in fostering a committed and motivated workforce. The purpose of this study to explore the role of job competence and compensation in enhancing organizational commitment is in line with existing research findings. For example, research by Luksanti et al. showed that both competence and organizational commitment significantly influenced the performance of village officials, although compensation did not show a direct impact on performance in their study (Nirmala Rahayu Luksanti, 2023). This suggests that while competence is critical, the role of compensation may be more complex and context-dependent. Similarly, Iswahyuni et al. found that compensation positively affects job satisfaction, which in turn increases organizational commitment, although compensation does not directly affect organizational commitment (Endah Iswahyuni, 2024). This implies that compensation can work indirectly through job satisfaction to increase commitment.

Furthermore, Sofyan and Iqbal's study highlighted that organizational commitment has a significant positive effect on job satisfaction, which can mediate the relationship between organizational commitment and turnover intention (Mohamad Sofyan, 2024). This underlines the importance of organizational commitment in retaining employees. In addition, Lestariningsih and Rismawati's research in the government sector showed a significant relationship between organizational commitment and employee performance, emphasizing the need for management to focus on strategies that strengthen commitment to improve efficiency and effectiveness (Marsudi Lestariningsih, 2024). Finally, Li and Ani's study in a lean electronics manufacturing company showed that lean leadership significantly impacted job satisfaction through the mediating role of organizational commitment, further supporting the idea that organizational commitment is an important factor in improving job satisfaction and overall performance (Shaolong Li, 2024).

Collectively, these studies suggest that enhancing job competency and optimizing compensation can be effective strategies to enhance organizational commitment, although the pathway may involve mediating factors such as job satisfaction. These insights can guide management practitioners in designing comprehensive strategies that focus not only on direct incentives but also on enhancing job satisfaction and competency to cultivate a committed workforce.

Literature Review

Organizational commitment, as defined by Mowday, Steers, and Porter (1979), is the strength of an individual's identification and involvement with their organization. This concept has been studied extensively due to its significant impact on various organizational outcomes. High levels of organizational commitment are associated with many benefits, including increased job satisfaction, decreased turnover rates, and improved overall performance (Margarida Oliveira, 2024). Research suggests that several factors influence organizational commitment, such as job stress, work-family conflict, work ethic, job satisfaction, work experience, work environment, and leadership quality (Ariel A. Alamban, 2024). For example, a study involving prison personnel in the Philippines found that job stress and work ethic significantly affected organizational commitment, while work-family conflict had no significant correlation (Ariel A. Alamban, 2024). Similarly, another study highlighted that job satisfaction, work experience, work environment, and leadership of the management team are essential in fostering organizational commitment, which in turn leads to lower turnover rates and higher employee retention (A. Chayomchai, 2023). In addition, the case study in Malhada de Pedras-BA showed a high level of commitment among employees, indicating that organizational commitment can serve as a valuable parameter for human resource policies (Amélia Guimarães Misquita, 2024). The complexity and multidimensionality of organizational commitment require organizations to actively promote it to ensure long-term success and sustainability (Margarida Oliveira, 2024). In addition, resistance to organizational change, often influenced by communication procedures and employee skills, can impact organizational commitment, highlighting the need for effective change management strategies to maintain high levels of commitment (Rolando Pena-Sanchez, 2023). Overall, fostering organizational commitment is essential to achieving organizational goals, increasing employee satisfaction, and ensuring sustainable growth (Amélia Guimarães Misquita, 2024).

Job Competence

Job competence, which includes the abilities, skills, and knowledge required for effective task performance, is an important factor in improving employee performance and organizational commitment. Research underscores the importance of aligning individual competencies with organizational goals to drive performance and competitive advantage (Dr.P. SHALINI, 2024). Competence, which includes elements such as knowledge, skills, and attitudes, has been shown to significantly improve employee performance, suggesting that training and development initiatives can improve these competencies and, consequently, performance (Iva Riyanti, 2023). While organizational commitment has a strong impact on performance, the relationship between competence and performance, although positive, may not always be significant in all contexts, such as in the Surabaya City Government Administration Bureau (Marsudi Lestariningsih, 2024).

However, competence positively influences career development and organizational commitment, as evidenced by a study of non-civil servant education personnel, where competence was found to improve career development and, in turn, organizational commitment (Shinta Dewi Suprayitno, 2023). In addition, competent employees are more productive, innovative, and adaptable, leading to better work quality, increased customer satisfaction, and increased profitability, underscoring the importance of cultivating employee competence and positive attitudes in the workplace (Benny Hidayat, 2019). Therefore, organizations should prioritize competence through targeted training, career advancement opportunities, and a

supportive work culture to improve employee performance and organizational commitment, in line with the findings of Boyatzis (1982), Spencer and Spencer (1993), and Joo and Lim (2009) on the positive relationship between job competence and affective commitment.

Compensation

Compensation is an important component of human resource management, including salary, benefits, bonuses, and other incentives, and plays a significant role in enhancing employee motivation and commitment. A competitive and fair compensation system is essential to ensure that employees feel valued and fairly rewarded for their contributions, which in turn increases their motivation and performance levels (Mifthakhul Fauzi Minarso, 2023). Research shows that compensation significantly affects organizational commitment, with better compensation packages leading to higher levels of commitment among employees (Matias Rosa da Conceição, 2023). This is because employees are more likely to remain loyal to an organization that properly recognizes and rewards their efforts. Additionally, a compensation system that is aligned with industry standards provides employees with the assurance that they are being paid fairly, which is essential for maintaining high morale and productivity (M.U. Siddiqui, 2023).

In addition, compensation not only directly impacts employee performance but also indirectly influences it through organizational commitment. Research has shown that motivation and compensation positively affect employee performance, and this relationship is often mediated by organizational commitment (Dyna Fitria, 2023). For example, in the case of CV. Geo Karya Pratama, a well-structured and diverse compensation system, including basic salary, health benefits, attendance allowances, and meal allowances, has led to increased employee satisfaction, motivation, and performance (Jurnal Ilmiah Global Education, 2023). Therefore, designing a competitive and fair compensation system is essential for any organization that aims to improve employee motivation, commitment, and overall performance. This comprehensive approach to compensation management ensures that employees are not only motivated to perform well but also remain committed to the organization, thus contributing to its long-term success (Dyna Fitria, 2023).

Relationship Between Job Competence, Compensation, and Organizational Commitment

Research by Yuliana, Rahmawati, and Wismar'ain (Rika Yuliana, 2024) revealed that organizational culture and compensation positively affect job satisfaction, which in turn increases organizational commitment. Likewise, Soelistya's study (Djoko Soelistya, 2024) emphasized the direct impact of transformational leadership and compensation on organizational commitment, which then affects teacher performance. Iswahyuni, Astuti, Pangaribuan, and Noer (Endah Iswahyuni, 2023) found that compensation and career development positively affect job satisfaction, which mediates the relationship with organizational commitment. In addition, Hermansyah, Affandi, and Hermawan (Taufik Hermansyah, 2024) highlighted the significant influence of competence, work motivation, leadership, and compensation on affective commitment, which ultimately impacts performance. Lestariningsih and Rismawati (Marsudi Lestariningsih, 2024) further support the importance of organizational commitment in improving employee performance, emphasizing a significant relationship. These studies collectively underline the important role of job competence,

compensation, and organizational commitment in driving employee dedication and performance.

Studies by various scholars underline the importance of employee competence and fair compensation in enhancing organizational commitment. Studies by Agrasen (Aradhya Agrasen, 2024), Hapsari (Betari Hapsari, 2023), and Hanjani (Fadilla Putri Sofia Hanjani, 2023), all highlight the positive impact of competence and compensation on employee commitment. Agrasen's study emphasizes the relationship between employee competence, organizational culture, and compensation strategy, while Hapsari's study reveals a positive correlation between competence, fair compensation, and high motivation with employee performance. In addition, Hanjani et al. found a significant effect of employee engagement and compensation on organizational commitment. These findings collectively support the idea that enhancing job competencies and managing compensation effectively are important strategies in fostering stronger organizational commitment, consistent with the findings of Nazir, Shah, and Zaman 2012.

Methods

Research on organizational commitment highlights the significant impact of factors such as job competence, compensation, organizational justice, and motivation. Population and Sample Selecting a study population that includes employees from different industries within a particular region or country requires careful consideration to ensure that the research objectives are met effectively. The use of random sampling techniques In addition, addressing the problem of non-response through strategies such as changing the population size, using different sampling techniques, and using follow-ups and incentives can significantly increase the response rate and robustness of the study (Mohd Amzari Tumiran, 2024). By integrating these methodologies, researchers can ensure that their study population and sampling techniques are well-suited to producing credible and impactful research results across a diverse employee population (Dalowar Hossan, 2023).

Results and Discussion

Validity & Reliability Test

<i>Variable</i>	<i>Sign</i>
<i>Competence</i>	<i>.000</i>

<i>compensation</i>	.000
<i>Organizational Committee</i>	.000

Data processing results 2024

Interpretation of results

All variables used in this study are declared valid, this can be seen from the results of the sign $0.000 > 0.005$.

Reliability Test

Reliability Test Table

Reliability Statistics

Cronbach's Alpha	N of Items
0,889	3

Interpretation

The results of the reliability test show that the Cronbach's Alpha value is 0.889, which is greater than 0.700, thus all variable items in this study are declared reliable for continued research..

T-test and F-test

F Test Table
 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	243,292	2	121,646	44,477	,000 ^b
	Residual	265,298	97	2,735		
	Total	508,590	99			

a. Dependent Variable: Organizational Committee

b. Predictors: (Constant), Compensation, Competence

Data Interpretation:

F = 44.477: This F value measures the ratio between the variance explained by the regression model and the variance not explained by the model (residual). A high F value indicates that the overall regression model is significant.

T-Test Table
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,959	0,951		5,214	0,000
Competence	0,387	0,150	0,493	2,569	0,012
Compensation	0,250	0,228	0,210	1,095	0,276

a. Dependent Variable: Organizational Commitment

Data interpretation:

1. Intercept (Constant)

The t value = 5.214 shows how significantly this intercept is different from zero. With a p value = 0.000, this intercept is very significant at a significance level of 0.05, indicating that the basic value of Organizational Commitment is significant.

2. Competence

t = 2.569: This t value shows that Competence has a significant influence on Organizational Commitment, with a p value = 0.012. This means that Competence has a significant contribution to Organizational Commitment at a significance level of 0.05.

3. Compensation

t value = 1.095: This t value shows that the influence of Compensation on Organizational Commitment is not significant at a significance level of 0.05, with a p value = 0.276. This means that in this model, Compensation does not have a significant contribution to increasing Organizational Commitment.

Coefficien Determinan

Coefficient Determination Table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,692 ^a	0,478	0,468	1,654

a. Predictors: (Constant), Compensation, Competence

Interpretation:

Adjusted R Square = 0.468

Adjusted R Square is a version of R Square that has been adjusted for the number of independent variables and the number of observations in the model. It provides a more realistic picture of how well the model explains the variation in the dependent variable after taking into account the complexity of the model. The Adjusted R Square value = 0.468 shows that after adjustment, the model is still able to explain 46.8% of the variation in Organizational Commitment. This indicates that the model still has good explanatory power even though the independent variables are not too many.

Competence has a significant effect on Organizational Commitment, with a fairly large t value (2.569) and a p value indicating significance (0.012). This shows that Competence is an important factor in increasing Organizational Commitment. Compensation does not have a significant effect on Organizational Commitment based on a low t value (1.095) and a p value greater than 0.05 (0.276). This shows that Compensation does not make a significant contribution to increasing Organizational Commitment in this model.

The regression model used in this study explains about 47.8% of the variation in Organizational Commitment. This shows that this model has a fairly good ability to explain the factors that influence Organizational Commitment.

After adjusting for the number of independent variables, this model explains 46.8% of the variation, indicating that this model remains strong in explaining variation even though it is not too complex.

The standard error of the estimate of 1.654 shows how far the average model prediction deviates from the actual value, providing an indication of the accuracy of the model. Overall, this regression model shows that Compensation and Competence have a significant contribution in explaining the variation in Organizational Commitment, although there is room for improvement in increasing the explanatory power of the model.

Conclusion

This study aims to explore the influence of Job Competence and Compensation on Organizational Commitment in the work environment. Based on the results of the data analysis, the following are the main conclusions of this study:

1. Job Competence has a significant influence on Organizational Commitment. The results of the t-test show that the Competence variable has a t value of 2.569 and a p value of 0.012, indicating that Job Competence significantly affects Organizational Commitment. Increasing job competence is expected to increase employee commitment to the

organization, considering that Job Competence explains 47.8% of the variation in Organizational Commitment.

2. Compensation does not show a significant influence on Organizational Commitment in this model. The t-test results show that the t-value for Compensation is 1.095 with a p-value of 0.276, indicating that Compensation does not have a significant contribution in increasing Organizational Commitment at a significance level of 0.05. This indicates that in the context of this study, Compensation is not a major factor in increasing Organizational Commitment.
3. The regression model used in this study explains about 47.8% of the variation in Organizational Commitment, with an Adjusted R Square of 46.8% after adjustment. This indicates that this model has a fairly good ability to explain the effect of Job Competence and Compensation on Organizational Commitment. The standard error of the estimate of 1.654 indicates the average deviation between the predicted value and the actual value, which provides an indication of the accuracy of the model.

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